



DEFENSE FINANCE AND ACCOUNTING SERVICE
ARLINGTON
1851 SOUTH BELL STREET
ARLINGTON, VA 22240-5291

JAN 13 2009

MEMORANDUM FOR ALL DEFENSE FINANCE AND ACCOUNTING SERVICE
EMPLOYEES

SUBJECT: Equal Employment Opportunity (EEO) Policy Statement

The Defense Finance and Accounting Service (DFAS) is committed to the principles of equal opportunity by ensuring that all employees and applicants for employment receive fair and equitable treatment without regard to their race, color, religion, sex, national origin, age, mental or physical disability, marital status, sexual orientation, or other protected basis prescribed by law, Executive Order, regulation, or directive. This policy applies to all terms and conditions of employment, including but not limited to recruitment, hiring, selection, promotion, training and development, awards, and compensation. Leaders at all levels have the responsibility and are accountable for fostering and maintaining a discrimination-free work environment by ensuring that their human capital decisions, practices, and policies are fair, appropriate, and equitable.

Employees or applicants for employment who believe that they have experienced discrimination, sexual harassment, or other forms of harassment should promptly address their concerns with their chain of supervision or with a staff member of the Office of Equal Opportunity Programs (OEOP). Leaders will address employees' concerns swiftly and fairly, and will proactively seek solution. The DFAS OEOP personnel are available to advise and assist individual employees, managers, and supervisors in problem identification and resolution. I assure all employees that they are free to raise EEO issues and concerns, participate in the EEO complaint process, or seek OEOP guidance without fear of intimidation, reprisal, or retaliation.

As a model employer, our goal is to have a workforce that reflects our Nation's racial, ethnic, disability, and gender diversity. To accomplish our goal, the DFAS has a continuous affirmative employment program that is designed to identify and remove any remaining barriers to achieving and maintaining a highly qualified, diverse, representative work force. Executives, managers, and supervisors are responsible for the successful implementation and attainment of this goal. Successful achievement of equal opportunity and affirmative employment goals and objectives will enable the DFAS to sustain a competitive, talented, and diverse work force.

I am counting on each of you to ensure our mission is carried out in a manner to foster open communications and capitalize on the contributions of our diverse work force.



Teresa A. McKay
Director



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MEMORANDUM FOR ALL DEFENSE FINANCE AND ACCOUNTING SERVICE
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SUBJECT: Manager Accountability for Equal Employment Opportunity (EEO)

The attainment of model Title VII and Rehabilitation Act programs are significant responsibilities of supervisory and managerial personnel within the Defense Finance and Accounting Service (DFAS).

In accordance with DoD 1440.1, the DoD Civilian EEO Program, and the National Security Personnel System (NSPS) EEO responsibilities are included as part of each supervisor's performance appraisal. The EEO goals and objectives should also be included in the performance plans for all official managerial personnel whose responsibilities can directly affect the accomplishment of a discrimination-free, diverse, and inclusive work environment.

5 U.S.C. 4313 (5), Senior Executive Service (SES) Performance Plans, also provides for the inclusion of EEO-related performance objectives for our SES staff. The law states: "Appraisals of performance in the SES shall be based on individual and organizational performance, taking into account such factors as meeting affirmative action goals and achievement of EEO requirements."

When rating supervisors and managers, rating officials should consider specific actions that demonstrate an individual's impact on and commitment to maintaining a discrimination-free work environment. Through implementation of the NSPS system, the DFAS provides rating officials and supervisory and managerial officials detailed guidance on the types of proactive behavior that can significantly contribute to our maintaining a model EEO program.

Your continual efforts to maintain clearly defined, well communicated, consistently applied and fairly implemented personnel policies and rules of conduct ensure equality of opportunity for all employees.


Teresa A. McKay
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MEMORANDUM FOR ALL DEFENSE FINANCE AND ACCOUNTING SERVICE
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SUBJECT: Equal Employment Opportunity (EEO) Complaints Policy Statement

The Defense Finance Accounting Service (DFAS) provides for the prompt, fair, efficient, and impartial processing of EEO complaints in accordance with 29 CFR Part 1614 and the Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 110.

Responsibilities of the DFAS EEO professionals include assurance that:

- a. Aggrieved individuals are promptly advised of the availability of options to resolve their complaints that may include traditional EEO counseling or Alternative Dispute Resolution (ADR) either of which affords effective and efficient means to resolve workplace disputes;
- b. Fair, impartial, and timely investigation and resolution of complaints of discrimination (individual and class), including complaints of sexual harassment; and
- c. The names, duty telephone numbers, and duty addresses of the DFAS EEO counselors, as well as notice of the time limits and the necessity of contacting an EEO counselor prior to filing a complaint of discrimination, are visibly displayed in all the DFAS facilities.

The DFAS policy is to complete EEO investigations in 180 days or less. The Director, Office of Equal Opportunity Programs (OEOP) is responsible for continually monitoring and ensuring the prompt processing of EEO complaints in accordance with regulation and directive.

Executives, managers, supervisors, and other employees shall provide full and complete cooperation with the EEO professionals in the processing and resolving of complaints of discrimination. Full cooperation will also be afforded to those appointed as investigators and those conducting hearings related to EEO matters.

Processing complaints of discrimination costs money and time. Employees of the DFAS shall make every effort to resolve complaints at the lowest organizational level and at every phase of the dispute resolution process. The expense of employing ADR methods, conducting EEO counseling and investigations and participating in an EEOC hearing will be borne by the Director of each organization in which the complaint arose. These costs include all associated expenses such as court reporters, sign language interpreters, and witness travel, etc.

The Director, OEOP shall periodically evaluate the sufficiency of the DFAS EEO complaint management and ADR programs and report to the Director, DFAS with recommendations for corrections including remedial or disciplinary action for executives, managers, supervisors, or other employees failing their responsibilities. The DFAS organization will benchmark against other similar federal agencies that are highly ranked in the EEOC Annual Report on the Federal Workforce for complaints processing.

Equal employment opportunity is everyone's responsibility and complaint prevention and early resolution is everyone's business. Working together we can create a positive workplace environment and eliminate or mitigate complaints of discrimination within the DFAS.



Teresa A. McKay
Director



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MEMORANDUM FOR ALL DEFENSE FINANCE AND ACCOUNTING SERVICE
EMPLOYEES

SUBJECT: Prevention and Elimination of Unlawful Harassment in the Workplace

This policy memorandum affirms the Defense Finance and Accounting Service (DFAS) long-standing non-discrimination and anti-harassment policy that establishes results-oriented actions to prevent unlawful harassment from occurring, and to address such conduct that does occur before it becomes severe or pervasive. This policy applies to all applicants and employees, and prohibits harassment discrimination and retaliation whether engaged in by fellow employees, supervisors, managers, or someone not directly employed by the DFAS (e.g., an outside vendor, contractor or customer).

Unlawful harassment is defined as unwelcome, offensive, or intimidating conduct, e.g., ridicule, abuse, insults, derogatory comments, etc., that is directly or indirectly based on an employee's race, color, age, national origin, religion, disability, sex to include sexual harassment, sexual orientation, marital status, political affiliation, parental status, and reprisal for participation in protected activity when:

- The conduct is sufficiently severe or pervasive to create a hostile work environment;
or
- A supervisor's harassing conduct results in a tangible change in an employee's employment status or benefits.

Employees should immediately report any discrimination and/or harassment that they experience or observe to the appropriate management official in or outside their chain of command. Early reporting and intervention have proven to be the most effective methods of resolving actual or perceived incidents of harassment.

Employees must take reasonable steps to avoid harm from unlawful harassment. It is their responsibility to use the procedures outlined in the DFAS Anti-Harassment regulation to prevent and correct harassment. Employees are urged to review the DFAS regulation that can be found on the ePortal at the "My Communities" site under Diversity and EEO and EEO Policy Statements.

Retaliation against an employee for reporting harassment or participating in an investigation is prohibited and, like harassment or discrimination, may subject an individual to disciplinary action. Leaders, at all levels, are responsible and accountable for ensuring compliance with this policy.

I am confident all employees of the DFAS understand the importance of and fully support this policy to prevent and eliminate all forms of illegal discrimination and harassment in the workplace.



Teresa A. McKay
Director



JAN 13 2009

MEMORANDUM FOR ALL DEFENSE FINANCE AND ACCOUNTING SERVICE
EMPLOYEES

SUBJECT: Prevention of Sexual Harassment Policy

It is the policy of the Defense Finance and Accounting Service (DFAS) to ensure a work environment free from illegal discrimination based on race, color, national origin, religion, age, disability, and sex; and conduct that is coercive such as sexual harassment. Sexual harassment is a form of sex-based discrimination that violates Title VII of the 1964 Civil Rights Act, standards of conduct, and merit system principles.

There are two types of sexual harassment as defined by law and the Equal Employment Opportunity Commission:

(1) Quid Pro Quo – Unwelcome sexual advances, repeated, and unsolicited requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such requests or conduct is made either explicitly or implicitly a term or condition of an individual's employment; e.g., threatening an individual's career, pay, job, etc., in return for sexual favors; and when submission to or rejection of such conduct interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.

(2) Hostile Work Environment – The creation of an abusive workplace environment, or interference with the individual's work performance through words or actions based on the individual's sex (male or female). The sexually harassing conduct must be unwelcome, severe, and abusive; to include humiliating and threatening conduct that unreasonably interferes with the individual's work performance. Some behaviors that may contribute to a sexually hostile work environment are: discussion of sexual activities, off-color jokes, sexually suggestive comments, displays, pictures, indecent gestures, and crude and offensive language.

Sexual harassment is unacceptable conduct, punishable by law and will not be tolerated or condoned. Sexual harassment undermines the integrity of the employment relationship, debilitates morale, and interferes with work productivity. Leaders at all levels are accountable for ensuring appropriate behavior, and must take prompt action to fairly and efficiently address claims of sexual or any other form of unlawful harassment.

Leaders at all levels will ensure that employees who report or participate in the investigation of sexual harassment or other discrimination claims are not subjected to reprisal or retaliation. Accordingly, to ensure full compliance with governing laws and regulations, managers will promptly inform the Office of Equal Opportunity Programs (OEOP) of the claims and, if any, proposed corrective actions.

Employees, who believe they are being sexually harassed should clearly and emphatically tell the potential harasser that the conduct is offensive and unwelcome, refuse to participate in the unwelcome conduct, and promptly address their concerns to the appropriate supervision chain, or to the OEOP.

I am fully committed to the prevention of sexual harassment and any other form of unlawful harassment, and am confident that each of you share this commitment and will not compromise our mission by engaging in unprofessional behavior or illegal discrimination.



Teresa A. McKay
Director